



OFFICE OF THE SECRETARY OF DEFENSE  
1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950

APR 28 2014

MEMORANDUM FOR SECRETARY OF THE AIR FORCE

SUBJECT: Air University Board of Visitors – Charter Renewal and Membership Balance Plan Approval

The renewed charter (TAB A) and the membership balance plan (TAB B) for the Air University Board of Visitors (“the Board”) are approved. A copy of the Board’s charter will be provided to the Board’s Designated Federal Officer (DFO), once the Advisory Committee Management Officer (ACMO) files the charter with the Library of Congress, the Congressional oversight committees, and the General Services Administration.

As part of the charter renewal process, this office, in consultation with the Office of General Counsel of the Department of Defense (OGC DoD), has affirmed that all individuals appointed to the Board, once approved by the Secretary of Defense, shall be appointed to serve as special government employee (SGE) or regular government employee (RGE) members, as appropriate. The following points apply:

- (a) Individual members approved for appointment or renewal by the Secretary of Defense, who are not full-time or permanent part-time Federal officers or employees, shall be appointed as experts and consultants, pursuant to 5 U.S.C. § 3109, to serve as SGE members. Those who are full-time or permanent part-time Federal officers or employees shall be appointed to serve as RGE members, pursuant to 41 C.F.R. § 102-3.130(a).
- (b) Each member shall be notified, in writing, of the Secretary of Defense approval decision. In preparing your appointment or renewal of appointment letters, the Board’s DFO should consult the ACMO and the OGC DoD, to include the Standards of Conduct Office. At a minimum, the letters shall contain the following:
  - i. Notice that their appointment to serve on the Board is without compensation, with the exception of reimbursement for official travel and per diem.
  - ii. A statement that they are appointed to serve as SGE or RGE members, as appropriate.
  - iii. An explanation of the difference between serving as SGE and representative members.
  - iv. A summary of the applicable ethics requirements, to include whether SGE members are required to file a Confidential Financial Disclosure Report.

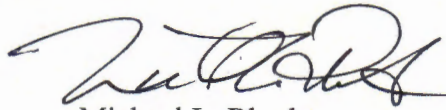
As the Board’s DoD Sponsor, you are responsible for:

- (a) Ensuring that the Board’s DFO attends all Board and subcommittee meetings for the entire duration of each and every meeting.

- (b) Ensuring that the DFO and the Board fully comply with all governing Federal statutes and regulations, to include DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program" and policy decisions by the Secretary of Defense or the Director of Administration and Management.
- (c) Ensuring that all work done by the Board and its subcommittees is based upon written tasks or terms of reference assigned to the Board by the Secretary of Defense, the Deputy Secretary of Defense, or you, as the DoD Sponsor. All tasks or terms of reference are subject to public review and, at a minimum, shall include:
  - i. A description of the problem or policy to be analyzed and the DoD decision maker for the matter(s) under consideration.
  - ii. Authority for the members of the Board or its subcommittees to access DoD officials and DoD data that is pertinent to the matter(s) under consideration.
  - iii. A budget limitation under which the Board or its subcommittees must operate.
  - iv. A date by which the Board must submit its written conclusions (advice and recommendations) to the DoD decision maker.
- (d) Providing adequate support to the Board and its subcommittees, and ensuring that the Board and its subcommittees are not unduly or inappropriately influenced by Federal employees or any special interest group.
- (e) Ensuring that all visits to DoD installations or facilities by members of the Board and its subcommittees are done in consultation with the Secretaries of the Military Departments or the Chairman of the Joint Chiefs of Staff, as appropriate.
- (f) Ensuring that all members of the Board and its subcommittees are appointed according to DoD policies and procedures. No member will participate in any work by the Board or its subcommittees until all of the following have been completed: the member completes and submits to DoD all personnel and ethics paperwork required for his or her appointment; the appropriate DoD offices process the individual's personnel and ethics paperwork; and the individual takes the oath of office for his or her appointment.
- (g) Ensuring that all DoD and other Federal Agency documents provided to the Board or its subcommittees are properly marked in advance according to governing statutes, regulations, and DoD policies and procedures.
- (h) Monitoring the implementation status of any recommendation adopted by the DoD and ensuring that this information is available for future inquiries.

Based on the Secretary of Defense's memorandum of October 9, 2012, concerning advisory committees, we recommend you continually reevaluate the Board's functions and reduce, where appropriate, the Board's operating costs. As the Secretary indicated, we must continually assess our advisory committees to ensure they deliver appropriate value today and in the future as times and requirements change.

If you should have any questions about this DoD Program, the Federal governance and compliance requirements, the charter renewal, or the membership balance plan, please contact the ACMO, Mr. Jim Freeman, at 703-692-5952 or by email at [james.d.freeman4.civ@mail.mil](mailto:james.d.freeman4.civ@mail.mil).

A handwritten signature in black ink, appearing to read "Michael L. Rhodes", written in a cursive style.

Michael L. Rhodes  
Director

Attachments:

As stated

cc:

Office of General Counsel of the Department of Defense  
Special Assistant to the Secretary of Defense (White House Liaison)



A

Charter  
Air University Board of Visitors

1. Committee's Official Designation: The Committee shall be known as the Air University Board of Visitors ("the Board").
2. Authority: The Secretary of Defense, in accordance with the provisions of the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(d), established the Board.
3. Objectives and Scope of Activities: The Board shall provide the Secretary of Defense, through the Secretary of the Air Force, with independent advice and recommendations on educational, doctrinal, and research policies and activities of the Air University ("the University"), as set out in paragraph four below.
4. Description of Duties: The Board shall:
  - a. Review and evaluate progress of the educational programs and the support activities of the University;
  - b. Review and evaluate the published statement of purpose, institutional policies, and financial resources of the University; and
  - c. Review and evaluate the educational effectiveness, quality of student learning, administrative and educational support services, and teaching, research, and public service of the University.
5. Agency or Official to Whom the Committee Reports: The Board shall report to the Secretary of the Air Force, through the Commander and President of the University. The Secretary of the Air Force may act upon the Board's advice and recommendations.
6. Support: The Department of Defense (DoD), through the Department of the Air Force, shall provide support as deemed necessary for the Board's performance, and shall ensure compliance with the requirements of the FACA, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b, as amended) ("the Sunshine Act"), governing Federal statutes and regulations, and governing DoD policies and procedures.
7. Estimated Annual Operating Costs and Staff Years: The estimated annual operating cost, to include travel, meetings, and contract support, is approximately \$129,740. The estimated annual DoD personnel costs are 1.0 full-time equivalents.
8. Designated Federal Officer: The Board's Designated Federal Officer (DFO), pursuant to DoD policy, shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with established DoD policies and procedures.

The Board's DFO is required to be in attendance at all meetings of the Board and any subcommittees for the entire duration of each and every meeting; however, in the absence of the DFO, a properly approved Alternate DFO shall attend the entire duration of all of the meetings of the Board and its subcommittees.

Charter  
Air University Board of Visitors

The DFO or the Alternate DFO, shall call all meetings of the Board and its subcommittees; prepare and approve all meeting agendas; and adjourn any meeting when the DFO, or the Alternate DFO, determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures.

9. Estimated Number and Frequency of Meetings: The Board shall meet at the call of the Board's DFO, in consultation with the Chair. The estimated number of Board meetings is four per year.
10. Duration: The need for this advisory function is on a continuing basis; however, this charter is subject to renewal every two years.
11. Termination: The Board shall terminate upon completion of its mission or two years from the date this charter is filed, whichever is sooner, unless the Secretary of Defense or the Deputy Secretary of Defense extends it.
12. Membership and Designation: The Board shall be comprised of no more than 15 members appointed by the Secretary of Defense or the Deputy Secretary of Defense who are eminent authorities in the field of air power, defense, management, leadership, and academia.

The Secretary of Defense authorizes the Secretary of the Air Force to appoint the Board's Chair from among the membership approved by the Secretary of Defense or Deputy Secretary of Defense, and this authority may be further delegated in writing but no lower than to the Commander and President of the Air University.

The Board members will be appointed by the Secretary of Defense or the Deputy Secretary of Defense for a term of service of one-to-four years and their appointments will be renewed on an annual basis in accordance with DoD policies and procedures. Those members, who are not full-time or permanent part-time Federal employees, shall be appointed as experts and consultants under the authority of 5 U.S.C. § 3109 to serve as special government employee (SGE) members. The Board members who are full-time or permanent part-time Federal employees will serve as regular government employee (RGE) members. In addition, all Board members, with the exception of reimbursement for official Board-related travel and per diem, shall serve without compensation.

No member, unless authorized by the Secretary of Defense or the Deputy Secretary of Defense, may serve more than two consecutive terms of service on the Board, to include its subcommittees, or serve on more than two DoD Federal advisory committees at one time.

Each Board member is appointed to provide advice on behalf of the government on the basis of his or her best judgment without representing any particular point of view and in a manner that is free from conflict of interest.

13. Subcommittees: The DoD, when necessary and consistent with the Board's mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups



Charter  
Air University Board of Visitors

to support the Board. Establishment of subcommittees will be based upon a written determination, to include terms of reference, by the Secretary of Defense, the Deputy Secretary of Defense, or the Secretary of the Air Force, as the Board's sponsor.

Subcommittees shall not work independently of the Board, and shall report all their recommendations and advice solely to the Board for full deliberation and discussion. Subcommittees have no authority to make decisions on behalf of the chartered Board; nor can any subcommittee or its members update or report directly to the DoD or to any Federal officers or employees.

All subcommittee members shall be appointed in the same manner as the Board members; that is, the Secretary of Defense or the Deputy Secretary of Defense shall appoint subcommittee members to a term of service of one-to-four years with annual renewals, even if the member in question is already a Board member. Subcommittee members shall not serve more than two consecutive terms of service, without approval by the Secretary of Defense or the Deputy Secretary of Defense. Subcommittee members are appointed to provide advice on the basis of their best judgment without representing an particular point of view and in a manner that is free from conflict of interest.

Subcommittee members, if not full-time or part-time government employees, shall be appointed to serve as experts and consultants, pursuant to 5 U.S.C. § 3109, to serve as SGE members. Those individuals who are full-time or permanent part-time Federal officers or employees shall serve as RGE members, subject to annual renewals. With the exception of reimbursement for official Board-related travel and per diem, subcommittee members shall serve without compensation.

The Secretary of Defense authorizes the Secretary of the Air Force to appoint the chair of any appropriately approved subcommittees from among the subcommittee membership approved by the Secretary of Defense or the Deputy Secretary of Defense, and this authority may be further delegated in writing but no lower than to the Commander and President of the Air University.

All subcommittees operate under the provisions of FACA, the Sunshine Act, governing Federal statutes and regulations, and established DoD policies and procedures.

Currently, the DoD has approved the following permanent subcommittee to the Board:

- a. The Air Force Institute of Technology Subcommittee shall be comprised of no more than 15 members. The President of the Naval Postgraduate School shall serve as an ex-officio RGE member. The primary focus of the Subcommittee is to provide advice and recommendations to the Board concerning engineering and technology graduate programs. The estimated number and frequency of Subcommittee meetings is one per year.

14. Recordkeeping: The records of the Board and its subcommittees shall be handled according to section 2, General Records Schedule 26, and governing DoD policies and procedures.

Charter  
Air University Board of Visitors

These records shall be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552, as amended).

15. Filing Date:



**B**

Membership Balance Plan  
Air University Board of Visitors

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, in accordance with the provisions of the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(d), established the Air University Board of Visitors ("the Board").
2. Mission/Function: The Board, under the provisions of FACA, shall provide independent advice and recommendations to the Secretary of Defense, through the Secretary of the Air Force, on educational, doctrinal, and research policies and activities of the Air University ("the University").

The Board shall:

- a. Review and evaluate progress of the educational programs and the support activities of the University;
  - b. Review and evaluate the published statement of purpose, institutional policies, and financial resources of the University; and
  - c. Review and evaluate the educational effectiveness, quality of student learning, administrative and educational support services, teaching, research, and public service of the University.
3. Points of View: The Board shall be comprised of no more than 15 members, who are eminent authorities in the field of air power, defense, management, leadership, and academia.

The DoD, in selecting potential candidates for the Board, reviews the educational and professional credentials of individuals and bases its selection on this review and the subject matters handled by the Board. The Department has found that viewing complex issues through a multi-discipline advisory committee provides DoD senior leadership and, more importantly, the American public with a broader understanding on which to base subsequent policy decisions.

Each member, based upon his or her individual and professional experiences, provides his or her best judgment on the matters before the Board, and he or she does so without representing any particular point of view and in a manner that is free from conflict of interest. The Board members appointed by the Secretary of Defense or the Deputy Secretary of Defense, who are not full-time or permanent part-time Federal officers or employees, shall be appointed to serve as experts and consultants under the authority of 5 U.S.C. § 3109 and to serve as special government employee (SGE) members. Those individuals who are full-time or permanent part-time Federal officers or employees shall be approved to serve as regular government employee (RGE) members. The Board members shall be renewed on an annual basis by the Secretary of Defense or the Deputy Secretary of Defense.

The Board's membership is not static and the Secretary of Defense or the Deputy Secretary of Defense may change the membership based upon work assigned to the Board by the Secretary of

Membership Balance Plan  
Air University Board of Visitors

Defense, the Deputy Secretary of Defense, or the Secretary of the Air Force as the Board's sponsor. In addition, the DoD, unless otherwise ordered by an Act of Congress or Presidential directive, does not use representative members on DoD established or support advisory committees.

4. Other Balance Factors: N/A
5. Candidate Identification Process: The DoD, in selecting potential candidates for the Board, reviews the educational and professional credentials of individuals with extensive professional experience in the areas of air power, defense, management, leadership, and academia and other matters of special interest to the DoD. Potential candidates are identified by the Board's professional staff and senior DoD career and political officials.

Once professional candidates are identified, the Designated Federal Officer, the Commander and President of the Air University, and the Board's staff review the credentials of each individual and narrows the list of potential candidates before forwarding the list to the Secretary of the Air Force. During the Secretary of the Air Force's review, he or she strives to achieve a balance between the educational and professional credentials of the individuals and the subject matters anticipated to be reviewed by the Board to achieve expertise in the points of view regarding anticipated topics.

Prior to nominating the potential candidates, the list of candidates will undergo a review by the Office of General Counsel of the Department of Defense and the Office of the Advisory Committee Management Officer to ensure compliance with Federal and DoD governance requirements, such as compliance with the Board's charter and membership balance plan. Following this review, the Secretary of the Air Force formally nominates the potential candidates to the Secretary of Defense for approval; pursuant to DoD policy, only the Secretary of Defense or the Deputy Secretary of Defense can invite or approve the appointment of individuals to advisory committees established or supported by the DoD.

Following the Secretary of Defense or the Deputy Secretary of Defense approval, the approved candidates are required to complete the necessary appointment paperwork, to include meeting ethics requirements stipulated by the Office of Government Ethics for advisory committee members.

The Secretary of Defense or the Deputy Secretary of Defense may approve the appointment of members to the Board, to include its subcommittees, for one-to-four year terms of service, with annual renewals. However, unless authorized by the Secretary of Defense or the Deputy Secretary of Defense, no member may serve more than two consecutive terms of service on the Board, to include its subcommittees.

Board and subcommittee member vacancies will be filled in the same manner as described in the previous five paragraphs above.



Membership Balance Plan  
Air University Board of Visitors

6. Subcommittee Balance: The DoD, when necessary and consistent to the Board's mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups deemed necessary to support the Board.

All subcommittee members shall be appointed in the same manner as the Board members; that is, the Secretary of Defense or the Deputy Secretary of Defense shall appoint subcommittee members to a term of service of one-to-four years with annual renewals, even if the member in question is already a Board member. Subcommittee members shall not serve more than two consecutive terms of service, without approval by the Secretary of Defense or the Deputy Secretary of Defense.

Subcommittee members, if not full-time or part-time government employees, shall be appointed to serve as experts and consultants under the authority of 5 U.S.C. § 3109, and shall serve as SGE members, whose appointments must be renewed by the Secretary of Defense or the Deputy Secretary of Defense on an annual basis. Those individuals who are full-time or permanent part-time Federal officers or employees shall be approved to serve as RGE employee members. With the exception of travel and per diem for official Board related travel, subcommittee members shall serve without compensation.

Currently, the DoD has approved the following permanent subcommittee to the Board: The Air Force Institute of Technology Subcommittee shall be comprised of no more than fifteen members. The President of the Naval Postgraduate School shall serve as an ex-officio RGE member. The primary focus of the Subcommittee is to provide advice and recommendations to the Board concerning engineering and technology graduate programs. The Board's process for determining Subcommittee membership balance is the same as the process for the Board.

7. Other: As nominees are considered for appointment to the Board, the DoD adheres to the rules and regulations issued by the Office of Management and Budget's Final Guidance on Appointment of Lobbyists to Federal Boards and Commissions (76 FR 61756; October 5, 2011) and the rules and regulations issued by the Office of Government Ethics.
8. Date Prepared:

C

CHARTER  
AIR UNIVERSITY BOARD OF VISITORS

1. Committee's Official Designation: The Committee shall be known as the Air University Board of Visitors (hereafter referred to as "the Board").
2. Authority: The Secretary of Defense, under the provision of the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 CFR § 102-3.50(d) (agency authority), established the Board.
3. Objectives and Scope of Activities: The Board shall provide the Secretary of Defense, through the Secretary of the Air Force, with independent advice and recommendations on educational, doctrinal, and research policies and activities of the Air University, as set out in (4) below.
4. Description of Duties: The Board shall:
  - a. Review and evaluate progress of the educational programs and the support activities of the University;
  - b. Review and evaluate the published statement of purpose, institutional policies, and financial resources of the University; and
  - c. Review and evaluate the educational effectiveness, quality of student learning, administrative and educational support services, and teaching, research, and public service of the University.
5. Agency or Official to Whom the Committee Reports: The Board shall report to the Secretary of the Air Force, through the Commander and President of Air University. The Secretary of the Air Force may act upon the Board's advice and recommendations.
6. Support: The Department of Defense (DoD), through the Department of the Air Force, shall provide support as deemed necessary for the Board's performance, and shall ensure compliance with the requirements of the FACA, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b), governing Federal statutes and regulations, and governing DoD policies/procedures.
7. Estimated Annual Operating Costs and Staff Years: It is estimated that the annual operating costs, to include travel costs and meeting and contract support is approximately \$190,000.00. The estimated annual DoD personnel costs are 1.0 full-time equivalents.
8. Designated Federal Officer: The Designated Federal Officer, pursuant to DoD policy, shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with established DoD policies and procedures.



In addition, the Designated Federal Officer is required to be in attendance at all Board meetings and subcommittee meetings for the entire duration of each and every meeting; however, in the absence of the Designated Federal Officer, a properly approved Alternate Designated Federal Officer shall attend the entire duration of the Board and subcommittee meeting.

The Designated Federal Officer, or the Alternate Designated Federal Officer, shall call all of the Board's and subcommittees' meetings; prepare and approve all meeting agendas; adjourn any meeting when the Designated Federal Officer, or the Alternate Designated Federal Officer, determines adjournment to be in the public interest or required by governing regulations or DoD policies/procedures; and chair meetings when directed to do so by the official to whom the Board reports.

9. Estimated Number and Frequency of Meetings: The Board shall meet at the call of the Board's Designated Federal Officer, in consultation with the Chairperson and the Commander and President of Air University. The estimated number of Board meetings is four per year.

10. Duration: The need for this advisory function is on a continuing basis; however, it is subject to renewal every two years.

11. Termination: The Board shall terminate upon completion of its mission or two years from the date this charter is filed, whichever is sooner, unless the Secretary of Defense extends it.

12. Membership and Designation: The Board shall be comprised of no more than 35 members appointed by the Secretary of Defense who are eminent authorities in the field of air power, defense, management, leadership, and academia. All Board member appointments shall be on an annual basis.

- a. The Board's Chairperson shall be elected by a vote of the membership and approved by the Commander and President of Air University.
- b. The President of the Naval Postgraduate School shall serve as an ex-officio member.

Those members, who are not full-time or permanent part-time Federal employees, shall be appointed as experts and consultants under the authority of 5 U.S.C. § 3109 and serve as special government employees. In addition, all Board members, with the exception of travel and per diem for official travel, shall serve without compensation.

Each Board member is appointed to provide advice on behalf of the government on the basis of his or her best judgment without representing any particular point of view and in a manner that is free from conflict of interest.

13. Subcommittees: The Department, when necessary, and consistent with the

Board's mission and DoD policies and procedures, may establish subcommittees to support the Board. Establishment of subcommittees will be based upon a written determination, to include terms of reference, by the Secretary of Defense, the Deputy Secretary of Defense, or the Board's sponsor.

The Board shall establish five permanent subcommittees:

- a. The Academic Affairs Subcommittee shall be comprised of nine members. The primary focus of the subcommittee is to provide advice and recommendations to the Board concerning policies and practices on all academic matters across the University. More specifically, the subcommittee will review schools, programs, degree programs, academic and strategic plans, and legislative and accreditation issues. The subcommittee will also review policies and practices on academic personnel (appointment, promotion, tenure, sabbaticals, etc) and the registrar functions. The estimated number and frequency of subcommittee meetings is two per year.
- b. The Air Force Institute of Technology (AFIT) subcommittee shall be comprised of eight members. The primary focus of the subcommittee is to provide advice and recommendations to the Board concerning engineering and technology graduate programs. The estimated number and frequency of subcommittee meetings is one per year.
- c. The Future Learning and Technology Subcommittee shall be comprised of six members. The subcommittee's primary focus is to provide advice and recommendations to the Board concerning the appropriate use of technology in delivery of educational programs; effective and efficient use of administrative computing; duplication; technological challenges; and implementation of new learning environments. The estimated number and frequency of subcommittee meetings is two per year.
- d. The Institutional Advancement Subcommittee shall be comprised of nine members. The primary focus of the subcommittee is to provide advice and recommendations to the Board concerning policies regarding: Federal and State grants and private funding of research, teaching, and service (Grants); Air University Foundation; alumni affairs; community and outreach matters; public affairs/external relations; public relations, branding, advertising, news, and information; facilities improvements and initiatives; strategic plans; spending and policy decisions (budget, contracts, salaries, etc.); tracking and analysis of administrative costs and effectiveness; reviewing proposed additions and renovations of existing facilities; and recommendations of candidates for Air University honorary degrees. The estimated number and frequency of subcommittee meetings is two per year.
- e. The Air University Research Subcommittee shall be comprised of six members. The primary focus of the subcommittee is to provide advice and recommendations to the Board concerning research processes across the University (to include the AFIT, Air War College (AWC), Air Command and Staff



College (ACSC), School of Advanced Air and Space Studies (SAASS), Air Force Research Institute (AFRI), and Fairchild Research Information Center (FRIC)) as well as to discuss publication opportunities that enhance the University's effect across the Air Force. The estimated number and frequency of subcommittee meetings is two per year.

All subcommittees, both permanent and ad hoc, and working groups shall not work independently of the chartered Board, and shall report all their recommendations and advice to the Board for full deliberation and discussion. Subcommittees have no authority to make decisions on behalf of the chartered Board; nor can any subcommittee or its members update or report directly to the DoD or any Federal officers or employees.

All subcommittee members shall be appointed in the same manner as the Board members; that is, the Secretary of Defense shall appoint subcommittee members even if the member in question is already a Board member.

Subcommittee members, if not full-time or part-time government employees, shall be appointed to serve as experts and consultants under the authority of 5 U.S.C. § 3109, and shall serve as special government employees, whose appointments must be renewed by the Secretary of Defense on an annual basis. With the exception of travel and per diem for official Board related travel, subcommittee members shall serve without compensation.

All subcommittees operate under the provisions of FACA, the Government in the Sunshine Act, governing Federal statutes and regulations, and governing DoD policies/procedures.

14. Recordkeeping: The records of the Board and its subcommittees shall be handled according to section 2, General Record Schedule 26, and governing DoD policies and procedures. These records shall be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552).

15. Filing Date: April 26, 2012



**D**

## McPherson, Megan G CTR OSD ODAM (US)

---

**From:** Fitzgerald, Pamela D CIV USAF SAF AA (US)  
**Sent:** Thursday, March 06, 2014 8:00 AM  
**To:** McPherson, Megan G CTR OSD ODAM (US)  
**Cc:** Freeman, James D (Jim) II CIV OSD ODAM (US)  
**Subject:** Air University Board of Visitors Charter Renewal  
**Attachments:** Tab 2 - Justification for Renewal.doc; Tab 2 Att 1 - Proposed Charter.rtf; Tab 2 Att 2 - Membership Balance Plan.doc; Tab 2 Att 3 - Additional Questions.doc; Tab 2 Att 4 - Membership Criteria Spreadsheet.xlsx  
**Signed By:** pamela.fitzgerald@us.af.mil  
**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Megan -

Attached are the various required components for the AU BoV charter renewal. The coord process is quite slow in my organization so Jim agreed to let me send you the package to begin working. As soon as I get the signed memo from SAF/AA, I'll send the formal request to you for your records.

The charter expires 19 April 2014.

Thank you.

Pam

PAMELA D. FITZGERALD, DAFC  
Air Force Group Federal Officer  
Air Force Federal Advisory Committee Management  
5D883  
703-614-1929

**E**



## COORDINATION SHEET

Air University Board of Visitors – Charter Renewal and Membership  
Balance Plan

Advisory Committee Management Officer (ACMO)

DoD-Wide FACA Attorney to DA&M & ACMO

SATSD(WHLO)

---

CROWLEY.EL  
AINE.C.1454  
427790

Digitally signed by  
CROWLEY.ELAINE.C.1454427790  
DN: c=US, o=U.S. Government,  
ou=DoD, ou=PKI, ou=WH5,  
cn=CROWLEY.ELAINE.C.14544277  
90  
Date: 2014.04.22 11:55:33 -0400

---

POC: Megan McPherson, [megan.mcpherson.ctr@osd.mil](mailto:megan.mcpherson.ctr@osd.mil), 703-  
614-1329